

STELLEST<sup>TM</sup>  
星趣控<sup>TM</sup>

控近视  
星未来

# ESSILORLUXOTTICA

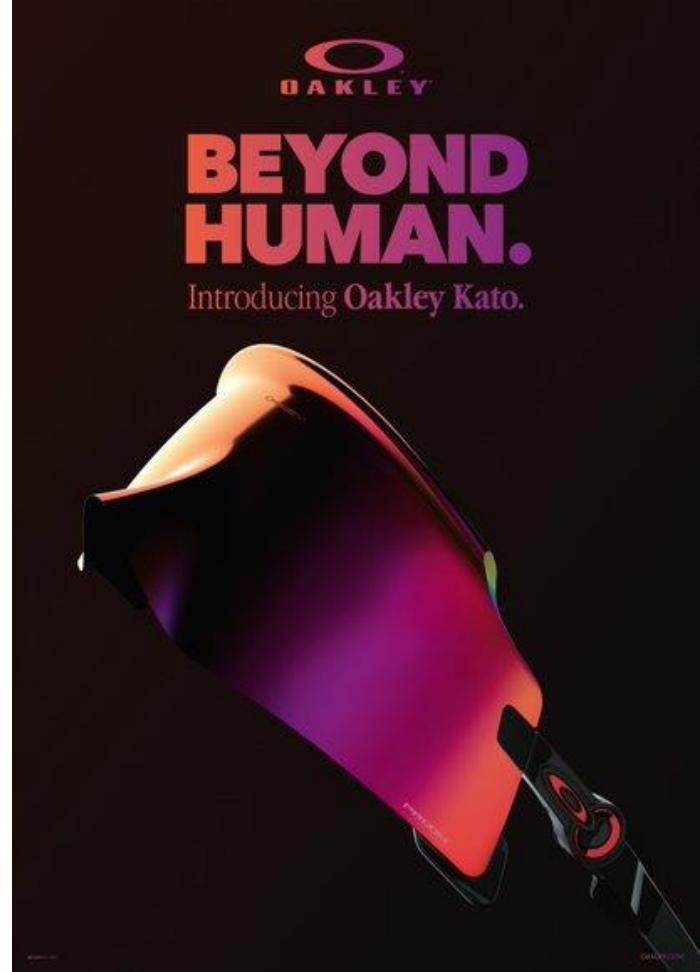
## H1 2021 RESULTS

30 July 2021

Picture: Stellest launch in China, Guangzhou Tower

# OVERVIEW Q2 & H1 2021

- Sharp acceleration of the business, on improved macro-economic environment and more effective execution
- Revenue +9.2% in Q2 vs 2019
  - North America driving the performance
  - Professional Solutions and Direct to Consumer segments both accelerating
  - Optical and sun both growing, sun catching up
  - E-commerce up 66%, at 9% of total business
- Operating leverage and cost containment led the adjusted operating margin up to 18.5% in H1
- Strong cash generation, at Euro 1.2 billion in H1
- New governance at work, speeding up the execution
- GrandVision closed, combining the three champions of the industry into a single stronger group



# FINANCIAL HIGHLIGHTS H1 2021

**TOTAL REVENUE**

**EUR 8,768 mln**

**ADJUSTED OPERATING PROFIT (%)**

**18.5%**

**ADJUSTED GROUP NET PROFIT**

**EUR 1,117 mln**

**FREE CASH FLOW**

**EUR 1,211 mln**

**NET DEBT**

**EUR 1,945 mln**



# OUTLOOK FY 2021

In the light of H1 results and with the current level of visibility, the Company's outlook for the full year 2021 is upgraded.

**EssilorLuxottica now expects:**

- **Revenue to grow around mid-single digit versus 2019 at constant exchange rates.**
- **Adjusted operating profit as a percentage of revenue at constant exchange rate higher than 2019.**

This assumes that no further COVID-19 related restrictions will be introduced in the second half of the year.







Such targets refer to the EssilorLuxottica perimeter, excluding GrandVision which will be consolidated from 1 July 2021.



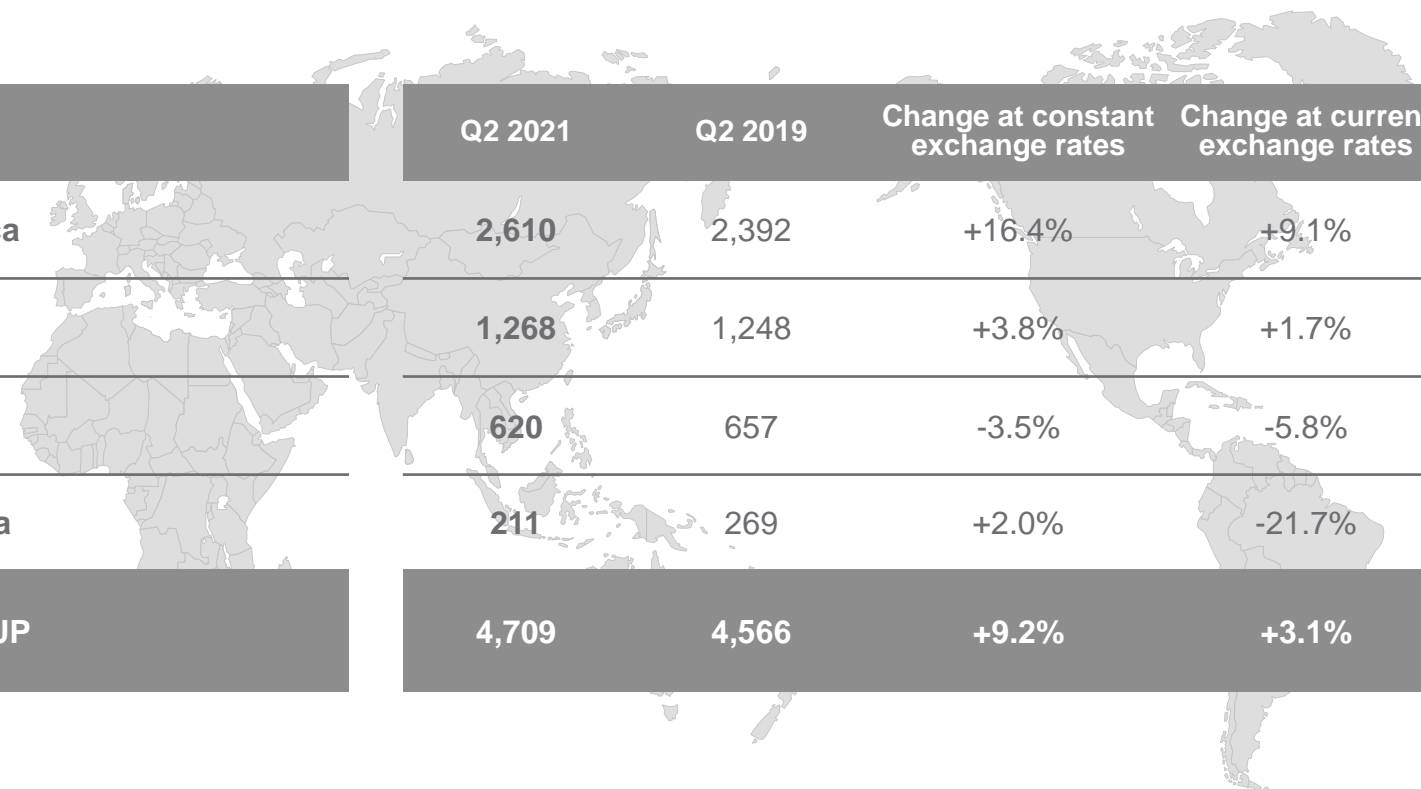
# INTRODUCING NEW CHANNEL-BASED SEGMENT REPORTING



## REVENUE BY SEGMENT, 2021 VS 2019

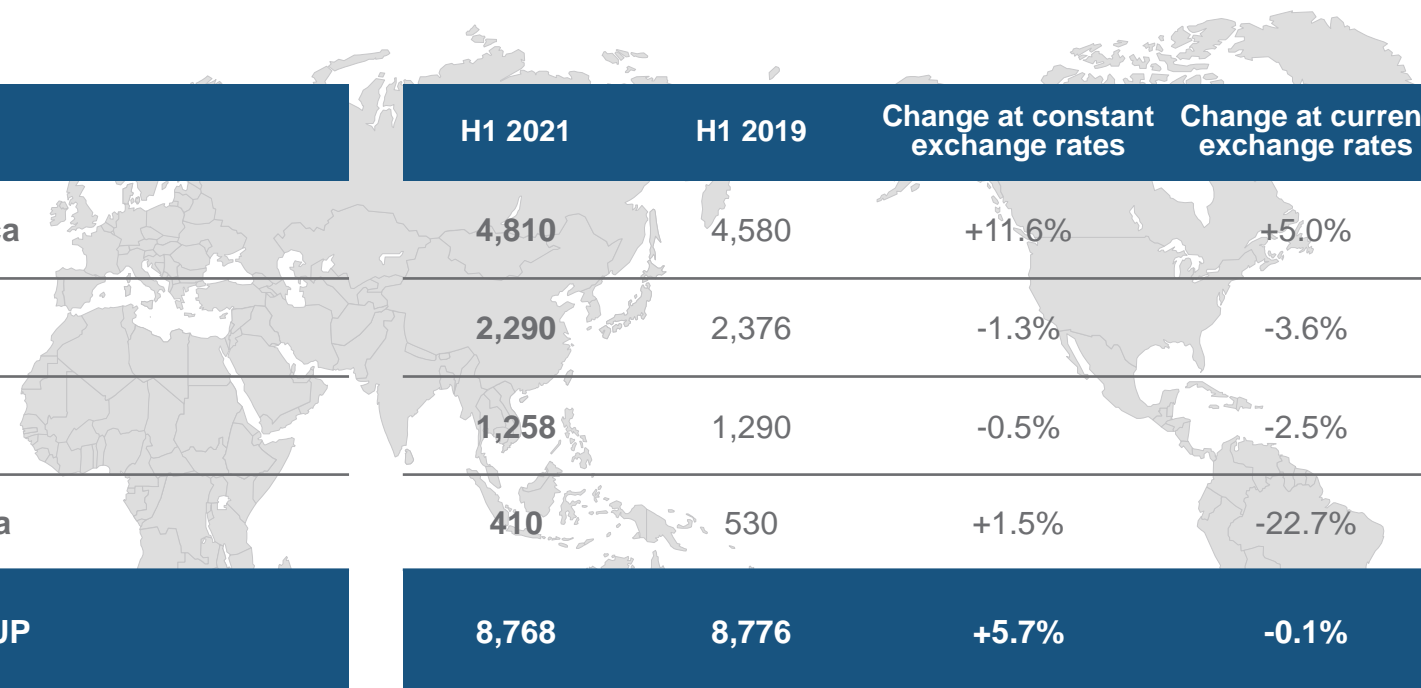
€ million	Q2 2021	Q2 2019	Change at constant exchange rates	Change at current exchange rates
 Professional Solutions	2,733	2,763	+5.0%	-1.1%
 Direct To Consumer	1,975	1,803	+15.7%	+9.6%
 TOTAL GROUP	4,709	4,566	+9.2%	+3.1%
<hr/>				
€ million	H1 2021	H1 2019	Change at constant exchange rates	Change at current exchange rates
 Professional Solutions	5,196	5,367	+2.7%	-3.2%
 Direct To Consumer	3,572	3,409	+10.4%	+4.8%
 TOTAL GROUP	8,768	8,776	+5.7%	-0.1%

## REVENUE BY REGION, Q2 2021 VS Q2 2019



€ million	Q2 2021	Q2 2019	Change at constant exchange rates	Change at current exchange rates
North America	2,610	2,392	+16.4%	+9.1%
EMEA	1,268	1,248	+3.8%	+1.7%
Asia-Pacific	620	657	-3.5%	-5.8%
Latin America	211	269	+2.0%	-21.7%
<b>TOTAL GROUP</b>	<b>4,709</b>	<b>4,566</b>	<b>+9.2%</b>	<b>+3.1%</b>

# REVENUE BY REGION, H1 2021 VS H1 2019



€ million	H1 2021	H1 2019	Change at constant exchange rates	Change at current exchange rates
North America	4,810	4,580	+11.6%	+5.0%
EMEA	2,290	2,376	-1.3%	-3.6%
Asia-Pacific	1,258	1,290	-0.5%	-2.5%
Latin America	410	530	+1.5%	-22.7%
<b>TOTAL GROUP</b>	<b>8,768</b>	<b>8,776</b>	<b>+5.7%</b>	<b>-0.1%</b>



## NORTH AMERICA +16.4% IN REVENUE IN Q2

- Best performing region, on a rapidly restored macro
- Fast recovery in both optical and sun
- Brands driving in lenses and frames
- All the main wholesale channels contributing
- Independent ECPs supported by partnership programs
- Physical retail comparable store sales +11%
- Sunglass Hut, Lenscrafters and Target all up double digit
- E-commerce almost doubled



## EMEA +3.8% IN REVENUE IN Q2

- Gaining momentum in June, with restrictions lifting
- France, Italy and UK leading markets in PS
- Optical category driving
- Sunglasses recovering since June
- Physical retail still negative in comparable store sales
- UK and Turkey best performing markets in DTC
- Optical overall flat, S&V accelerating since May
- Sunglass Hut hit by restrictions and lack of tourism

#1 IN SPECTACLE LENSES WORLDWIDE\*

**OPEN YOUR EYES.  
SHIELD YOUR VISION.**

Preserve your **EYE CAPITAL™**: your natural defense against UV and blue-violet light. Our resistance to UV and blue-violet light changes over time. That's why Essilor pioneers technologies that help provide long-term protection for your vision.

Find out more at [Essilor.com/eyecapital](https://www.essilor.com/eyecapital)

\*Source: Statista, December 2020 edition, Essilor International, 2020. All values in million USD.

**ESSILOR**

**SEE MORE.  
DO MORE.**

**ESSILOR LUXOTTICA**

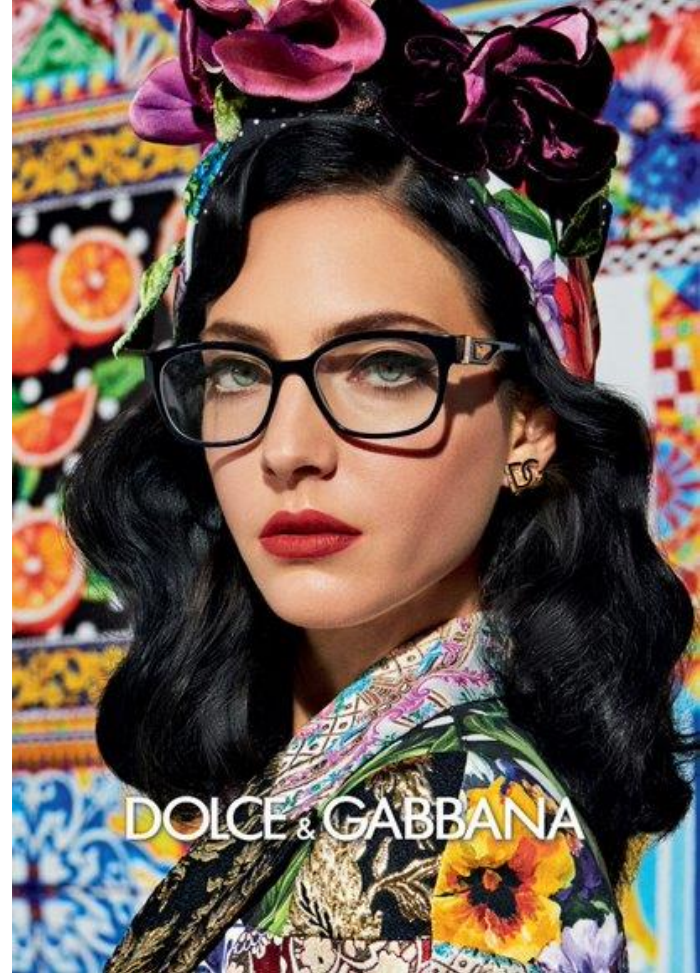
## ASIA-PACIFIC -3.5% IN REVENUE IN Q2

- Mainland China and Australia growing fast
- New COVID-19 outbreaks affecting the rest of the region
- PS up >40% in Mainland China, also thanks to Stellest
- Sound performance of Bolon, mostly in optical
- India dragged down by local virus variant
- OPSM still strong, coupled with rebounding Sunglass Hut
- Weak retail environment in Hong-Kong and South-East Asia



## LATIN AMERICA +2.0% IN REVENUE IN Q2

- New wave of restrictions in April-May
- Activity rebound in June
- Price hikes to partly offset currency devaluation
- Brazil and Mexico closing positive
- PS up double digit in Brazil in June
- Sunglass Hut bouncing back in Brazil and Mexico
- GMO improving, closing just slightly negative





# MISSION & SUSTAINABILITY

## Supporting the Mission

- Access to vision care for over 20 million people through trained vision care entrepreneurs
- Philanthropy, partnerships and innovation
- Inclusion of accessible eyecare in UN's Sustainable Development Goals

## Eyes on the Planet

- New Sustainability section on the corporate website
- Carbon neutrality across our direct operations (scope 1 & 2 emissions) by 2025, in Europe by 2023
- Efforts towards circularity across the production cycle
- Continuous support to world sight
- Advancing the Company's culture on diversity and inclusion
- Ethical approach to doing business





## APPENDIX

Oakley-sponsored OneSight vision clinics - Chicago, 18-19 June 2021



# ADJUSTED CONDENSED STATEMENT OF PROFIT OR LOSS, 2021 VS 2019

€ millions	H1 2021	H1 2019*	21 vs 19 at constant exchange rates
<b>REVENUE</b>	<b>8,768</b>	<b>8,776</b>	<b>+5.7%</b>
<b>GROSS PROFIT</b>	<b>5,383</b>	<b>5,453</b>	<b>+5.0%</b>
<i>Margin %</i>	<i>61.4%</i>	<i>62.1%</i>	
<b>OPERATING PROFIT</b>	<b>1,622</b>	<b>1,512</b>	<b>+16.4%</b>
<i>Margin %</i>	<i>18.5%</i>	<i>17.2%</i>	
<b>PROFIT BEFORE TAXES</b>	<b>1,564</b>	<b>1,442</b>	<b>+17.7%</b>
<i>Margin %</i>	<i>17.8%</i>	<i>16.4%</i>	
<b>NET PROFIT</b>	<b>1,180</b>	<b>1,099</b>	<b>+16.6%</b>
<b>Minority interests</b>	<b>(64)</b>	<b>(51)</b>	<b>+25.1%</b>
<b>GROUP NET PROFIT</b>	<b>1,117</b>	<b>1,047</b>	<b>+16.2%</b>
<i>Margin %</i>	<i>12.7%</i>	<i>11.9%</i>	

\* Some reclassifications between cost of sales and operating expenses have been realized to ensure consistency with the current period presentation. Those reclassifications do not affect the operating profit presented for the six-month period ended on 30 June 2019.

# ADJUSTED CONDENSED STATEMENT OF PROFIT OR LOSS, 2021 VS 2020




€ millions	H1 2021	H1 2020*	21 vs 20 at constant exchange rates
REVENUE	8,768	6,230	+49.2%
GROSS PROFIT	5,383	3,448	+66.5%
Margin %	61.4%	55.3%	
<b>OPERATING PROFIT</b>	<b>1,622</b>	<b>126</b>	<b>&gt;1,000%</b>
Margin %	18.5%	2.0%	
PROFIT BEFORE TAXES	1,564	41	>1,000%
Margin %	17.8%	0.7%	
NET PROFIT	1,180	29	>1,000%
Minority interests	(64)	(22)	+207.7%
<b>GROUP NET PROFIT</b>	<b>1,117</b>	<b>7</b>	<b>&gt;1,000%</b>
Margin %	12.7%	0.1%	

\* Some reclassifications between cost of sales and operating expenses have been realized to ensure consistency with the current period presentation. Those reclassifications do not affect the operating profit presented for the six-month period ended on 30 June 2020.




# NET DEBT

€ millions	June 30, 2021	December 31, 2020
Non-current borrowings	8,910	9,324
Current borrowings	645	633
<b>TOTAL LIABILITIES</b>	<b>9,554</b>	<b>9,957</b>
Short-term investments	(19)	(200)
Cash and cash equivalents	(9,424)	(8,683)
<b>TOTAL ASSETS</b>	<b>(9,443)</b>	<b>(8,883)</b>
Interest Rate Swap measured at fair value	(24)	(36)
<b>NET DEBT EXCLUDING LEASE LIABILITIES</b>	<b>88</b>	<b>1,038</b>
Lease liabilities (current and non-current)	1,857	1,938
<b>NET DEBT</b>	<b>1,945</b>	<b>2,975</b>

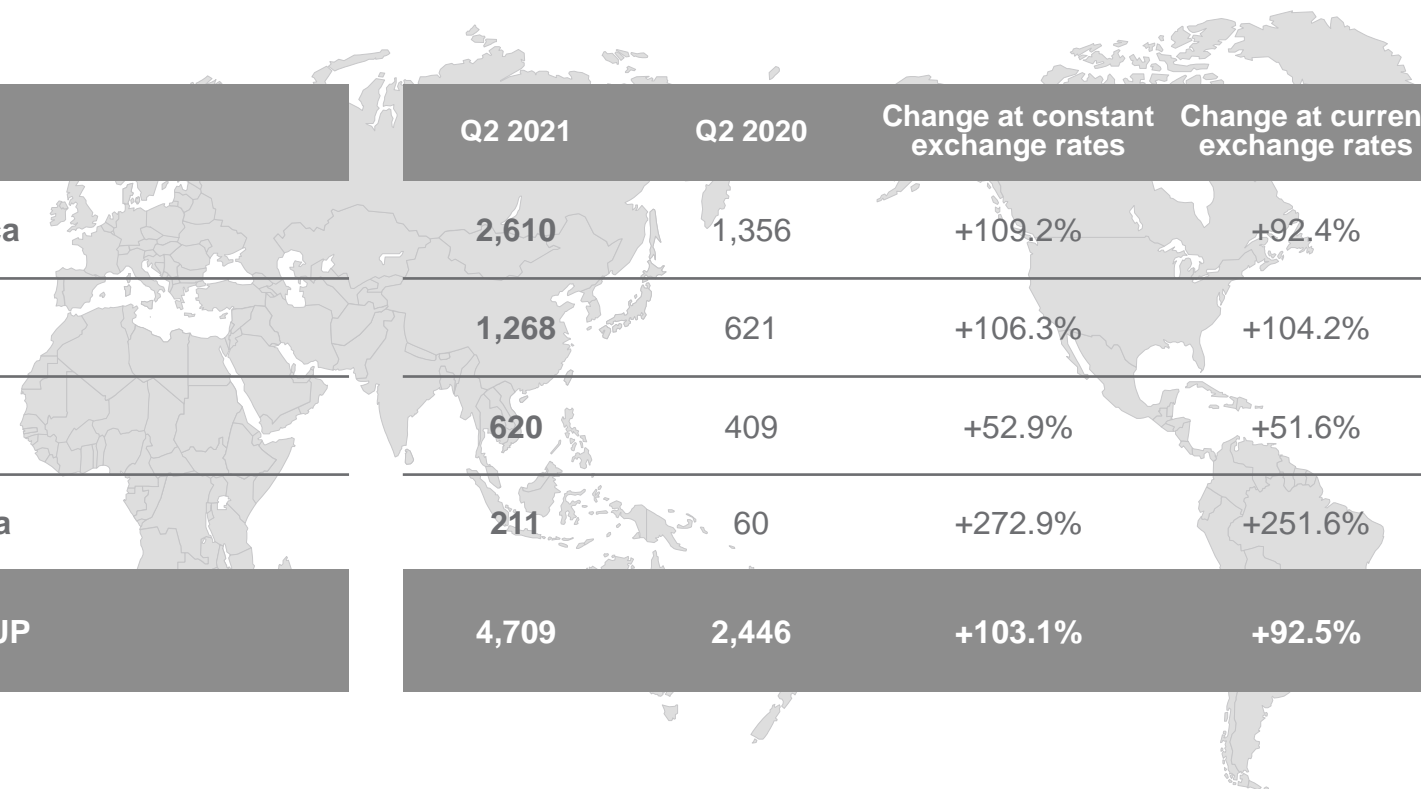
## REVENUE BY SEGMENT, 2021 VS 2020

€ million	Q2 2021	Q2 2020	Change at constant exchange rates	Change at current exchange rates
 Professional Solutions	2,733	1,336	+114.7%	+104.6%
 Direct To Consumer	1,975	1,110	+89.2%	+78.0%
 TOTAL GROUP	4,709	2,446	+103.1%	+92.5%

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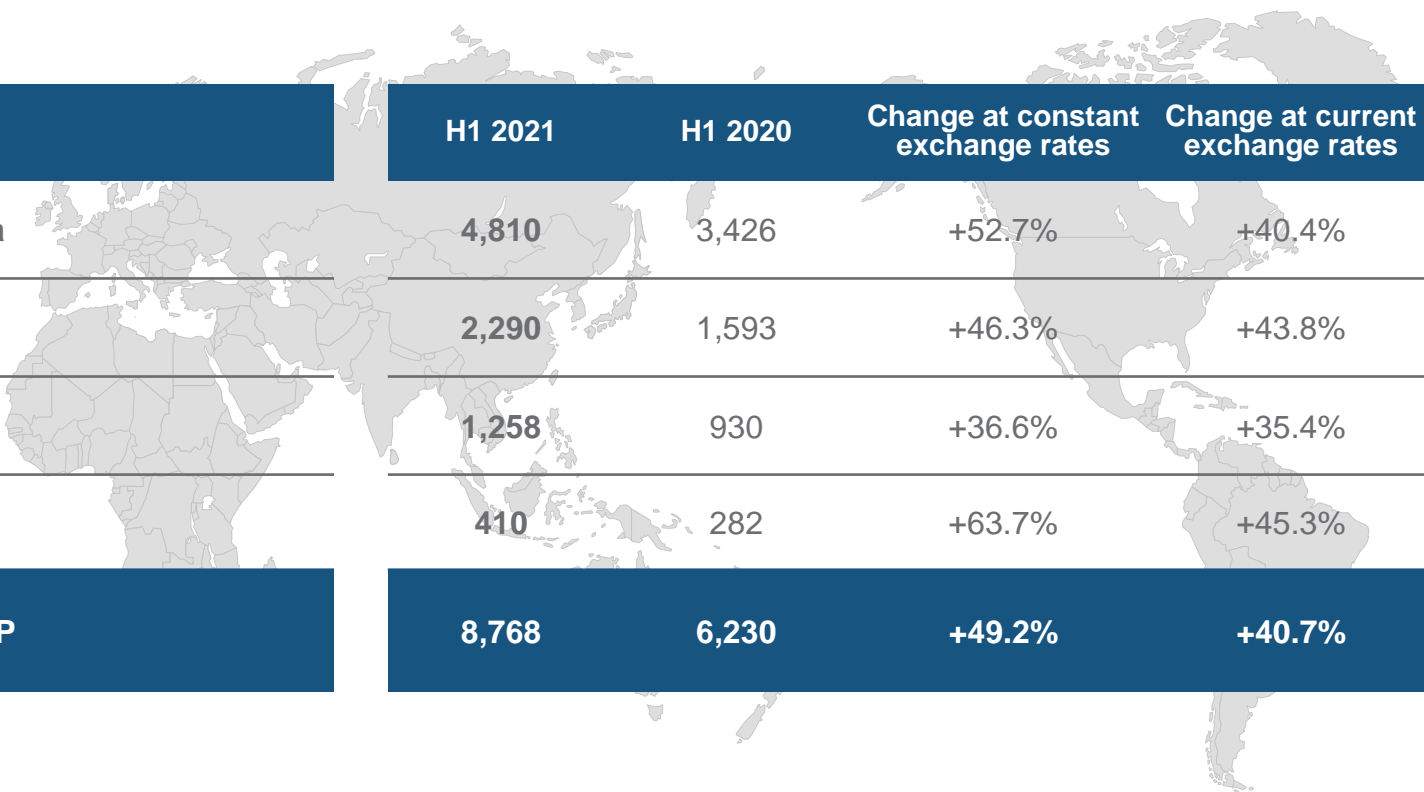
€ million	H1 2021	H1 2020	Change at constant exchange rates	Change at current exchange rates
 Professional Solutions	5,196	3,640	+50.8%	+42.7%
 Direct To Consumer	3,572	2,590	+46.9%	+37.9%
 TOTAL GROUP	8,768	6,230	+49.2%	+40.7%

# REVENUE BY REGION, Q2 2021 VS Q2 2020



€ million	Q2 2021	Q2 2020	Change at constant exchange rates	Change at current exchange rates
North America	2,610	1,356	+109.2%	+92.4%
EMEA	1,268	621	+106.3%	+104.2%
Asia-Pacific	620	409	+52.9%	+51.6%
Latin America	211	60	+272.9%	+251.6%
<b>TOTAL GROUP</b>	<b>4,709</b>	<b>2,446</b>	<b>+103.1%</b>	<b>+92.5%</b>

## REVENUE BY REGION, H1 2021 VS H1 2020



€ million	H1 2021	H1 2020	Change at constant exchange rates	Change at current exchange rates
North America	4,810	3,426	+52.7%	+40.4%
EMEA	2,290	1,593	+46.3%	+43.8%
Asia-Pacific	1,258	930	+36.6%	+35.4%
Latin America	410	282	+63.7%	+45.3%
<b>TOTAL GROUP</b>	<b>8,768</b>	<b>6,230</b>	<b>+49.2%</b>	<b>+40.7%</b>



# HISTORICAL REVENUE BY OPERATING SEGMENT

€ million	Professional Solutions	Direct to Consumer	2019	Professional Solutions	Direct to Consumer	2020
Q1	2,604	1,606	4,210	2,305	1,480	3,784
Q2	2,763	1,803	4,566	1,336	1,110	2,446
H1	5,367	3,409	8,776	3,640	2,590	6,230
Q3	2,544	1,767	4,310	2,431	1,655	4,085
9M	7,911	5,175	13,086	6,071	4,245	10,315
Q4	2,609	1,694	4,304	2,441	1,672	4,113
2H	5,153	3,461	8,614	4,872	3,327	8,199
FY	10,520	6,870	17,390	8,512	5,917	14,429

All figures are at current FX rates.

# HISTORICAL REVENUE BY REGION

€ million	North America	EMEA	Asia-Pacific	Latin America	2019	North America	EMEA	Asia-Pacific	Latin America	2020
Q1	2,188	1,129	633	261	4,210	2,070	972	521	222	3,784
Q2	2,392	1,248	657	269	4,566	1,356	621	409	60	2,446
H1	4,580	2,376	1,290	530	8,776	3,426	1,593	930	282	6,230
Q3	2,296	1,105	630	278	4,310	2,262	1,093	560	171	4,085
9M	6,876	3,481	1,921	808	13,086	5,687	2,686	1,489	453	10,315
Q4	2,270	1,038	690	305	4,304	2,213	971	666	263	4,113
2H	4,566	2,143	1,321	584	8,614	4,475	2,064	1,226	433	8,199
FY	9,146	4,519	2,611	1,114	17,390	7,901	3,657	2,156	715	14,429

All figures are at current FX rates.

# STORECOUNT AS OF 30 JUNE 2021

	North America	EMEA	Asia-Pacific	Latin America	Corporate Stores	Franchising & Licensing	Total Storecount
Sunglass Hut	1,687	611	312	391	3,001	192	3,193
LensCrafters	1,000		82		1,082	4	1,086
Target Optical	537				537		537
GMO				442	442		442
Salmoiraghi & Viganò		256			256	28	284
OPSM			342		342	34	376
Oakley	190	10	65	15	280	79	359
Ray-Ban	23	45	146	29	243		243
Optical House		215			215		215
Ópticas Visión				156	156		156
David Clulow		115			115	1	116
Mujosh			117		117	493	610
Pearle Vision	105				105	457	562
A ojo			75		75	313	388
Ópticas Place Vendôme				65	65		65
Optical Center				63	63		63
Luxury House Brands	33	9	7		49	6	55
Bolon			36		36	140	176
Óticas Carol				24	24	1,405	1,429
All Others	9	118	139	16	282	62	344
<b>Total EssilorLuxottica</b>	<b>3,584</b>	<b>1,379</b>	<b>1,321</b>	<b>1,201</b>	<b>7,485</b>	<b>3,214</b>	<b>10,699</b>



*See more, be more, live life to its fullest*